NAVRIIP AIRSpeed

June 2005 Naval Aviation Readiness Integrated Improvement Program Volume 3 Issue 2

Hot Mockup Saves Money and Time at JAX AIMD

GPS solution cuts turn around time from days to minutes, saves money and improves mission readiness.

By AT2 David Covington, AT2 Michael Mallo and Christine Lawson, NAVRIIP Public Affairs

On a recent visit to the Jacksonville, Fl. AIMD, the NAVRIIP leadership was given a tour of some of the improvements that the AIMD implemented - improvements that have contributed to cost-wise readiness. The most recent success story involved changes to the troubleshooting and repair capabilities of the AN/ARN GPS, an important asset to Naval Aviation and mission readiness. The new testing equipment means less money wasted on unnecessary parts, decreased turn around time and improved squadron readiness - a prime example of cost-wise readiness in action.

RDML Williams (Industrial Operations), AT2 (AW) Michael Mallo, VADM Massenburg (Commander NAVAIR), RDML Roesner (NAVICP), AT2 (AW/SW) David Covington. Viewing the AN/ARN-151 Global Positioning System (GPS), Aircraft Hot Mockup Solution.

The basic problem was that faults found on the aircraft were not verifiable on the Intermediate Level Test Set. The initial solution was to perform a plane check on each receiver after it passed the tests on the Intermediate Level Test Set. Coordinating a plane check with a squadron could take as long as two days and interfered with flight operations and squadron maintenance. In addition,

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RADM Roesner, Commander NAVICP, is a fan of NAVRIIP

By Margaret Kenyon-Ely, NAVICP Public Affairs

"My vision of the future of NAVRIIP is one enterprise team blurring the lines between activities, elimination of stove-pipes, and one focus for all members of the enterprise – the most cost-effective readiness achievable and resources for recapitalization of Naval Aviation."

Rear Admiral Michael S. Roesner, Commander, Naval Inventory Control Point (NAVICP)

Since the inception of the Naval Aviation Readiness Integrated Improvement Program (NAVRIIP), the program has evolved from a goal of achieving readiness at any cost to cost-wise readiness, with cultural change as paramount.

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AIR*Speed* Corner

By RMDL(s) Mike Hardee

Heightened operational tempo due to the Global War on Terror (GWOT) has increased the demands on squadrons, their aircraft and operational level (O-level) maintainers. In 2003, the Navy implemented Enterprise AIR*Speed* to help the warfighter meet this increased operational tempo. AIR*Speed* helps by balancing and aligning interaction between the O-I-D level maintenance and the associated logistics infrastructure to better anticipate and respond to the demands from the O-level. Through improved maintenance processes, AIR*Speed* teams are able to harvest efficiencies that decrease turn around time, increase productivity and provide better service to line squadrons.

O-level maintainers at Oceana, North Island and Lemoore have already begun to see the decreases in turn-around times as the aviation supply depot (ASD) and the I-level become more efficient. ASD and the I-level are working together analyzing the squadron demand patterns so they can have the *Right Part, at the Right Place, at the Right Time.*

Right part, at the Right place, at the Right time

ASD and the I-level are also working with the Wing Commodores to be more aware of each squadron's entitlement for aircraft ready for tasking (RFT) and are working to help the squadrons achieve their RFT entitlement.

The changes at the I-level have been extraordinary. I encourage you to visit the I-level division chiefs, let them show you the changes they've made and ask them how the changes are benefiting the O-level. If you're really interested, visit Navy Knowledge Online (NKO) and learn more about the tools AIR*Speed* teaches to achieve these benefits—Lean, 6 Sigma and Theory of Constraints. If that's not enough for you, we invite you to participate in an AIR*Speed* Process Improvement event.

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RDML(s) Mike Hardee

The NAVRIIP and NAE family is proud to report that CAPT Mike Hardee, the AIR*Speed* Project officer and NAVRIIP Chief of Staff, has been selected for flag rank. Obviously all of the hard work he and his team have accomplished did not go unrewarded. In late 2003 CAPT Hardee took command of the fledgling NAVRIIP staff and the AIR*Speed* project office. Through his leadership, vision and tenacity he has matured the program into the backbone for Naval Aviation Enterprise process improvement. The program's constant support of the warfighter has earned him the recognition he deserves and we wish him well in his future endeavors.

Cost-Wise Readiness Integrated Improvement Process (CWRIIP)

The CWRIIP process is designed to simplify the focus of improvement efforts through a lens of reliability, total cost, cycle time, and inventory. It provides tools to the Program manager to prioritize efforts and support decision-making. CWRIIP supports a stronger alignment of both people and products.

The intent is to shift from providing logistics support to achieving CWR goals by integrating support of personnel, budget and material resources at the aircraft level. A key factor is a set of standard, linked hierarchical (actual and predictive) metrics provided to the TMS/Product Team and NAVRIIP. RFT and cost are the primary indicators of success with safety as the underlying foundation.

AIR*Speed* Corner

(Continued from page 1)

AIRSpeed is the process improvement enabler of the Naval Aviation Readiness Integrated Improvement Program (NAVRIIP). NAVRIIP's mission is aircraft ready for tasking (RFT) in a cost-wise manner for the Naval Aviation Enterprise (NAE). The NAE is a warfighting partnership where interdependent issues affecting multiple commands are resolved on an Enterprise-wide basis.

A "Knighthawk" picks up AIR*Speed*

By Christine Lawson, AIR*Speed PAO*

ATCS James Havanki, a pioneering member of the Enterprise AIRSpeed team.

What does an avionics Senior Chief have to do with the biggest aviation maintenance initiative to hit the fleet since they put planes on carriers? Everything. When ATCS James Havanki arrived at Pax River from VFA-136 "Knighthawks" for a tour at PMA-265 the powers that be tapped him for the Enterprise AIR*Speed* initiative. The program consisted of a staff of three, no money, lots of work, and a two-week training course to become a "Technical Expert," not to mention the not-so-subtle resistance from his fellow Chiefs at the first AIMD implementation site. What career Navy Chief could resist that kind of offer?

Well, it's been about a year and a half since Havanki became a pioneering member of the Enterprise AIR*Speed* team and a lot has changed. The staff is now over 20, the program structure is in place and getting better with every implementation, the implementation successes keep piling up and now his fellow Chiefs at the AIMD's are clamoring to have AIR*Speed* come to their site.

Havanki reflects, "This has been a team effort since day one. It was hard to see the end product when we had our first site implementation at the Oceana AIMD. The team had to come up with the components of time to reliably replenish (TRR), as well as, demand on the work center, resources within the work center and then the demand on those resources. It was tough. But as we began to crunch the data everyone began to see how what we were doing was going to make the AIMD more efficient and effective in responding to the needs of the flight line. And that's why we're doing this."

With the successes of AIR*Speed* adding up at the AIMDs, which have been implemented, the demand for Havanki and the AIR*Speed* teams to visit the other AIMDs grows daily. Havanki still has a lot of work ahead of him but this "Knighthawk" has accomplished a great deal in his 18 months with Enterprise AIR*Speed* and he has a lot of which to be proud.

AIR*Speed* Goes Green

The Naval Aviation Enterprise is proud to announce that it has qualified its *first* Enterprise AIR*Speed* Greenbelt. PR2 (AW/SW) Jason S. Moore from Detroit, Michigan, assigned to the Navy Aircraft Intermediate Maintenance Detachment (AIMD) North Island. He has been with its North Island Enterprise AIR*Speed* Core Team since March, 2004.

"The Navy is fast approaching a point where being a Green Belt will be a prerequisite to advancement, and Cost-Wise Readiness won't just be an initiative, but a way of doing business. Being a Green Belt gives me the knowledge to make more of an impact on Cost-Wise Readiness, it gives me a tool box to use when implementing changes in work centers and processes, and makes me a valuable resource to my command and the Navy," commented Moore.

Green Belts learn how to facilitate Enterprise AIR*Speed* events through team dynamics and brainstorming techniques. They also learn how to use some of the more advanced LEAN and Six Sigma tools; Pareto charts, FMEA charts, Fishbone diagrams, and Histograms, as well as how to calculate standard deviation to help reduce variation in processes.

Enterprise AIR*Speed* is the enabler of the Naval Aviation Readiness Integrated Improvement Program, which utilizes Theory of Constraints, Lean and Six Sigma to operationalize cost-wise readiness across the Naval Aviation Enterprise. Moore has participated in 13 Rapid Improvement Events and three Value Stream Analyses. His efforts have directly contributed to the success of those teams and the remarkable results AIMD North Island has seen with Lean concepts. For more information on Enterprise AIR*Speed* and becoming a Greenbelt, visit **http://logistics.navair.navy.mil/airspeed**.

What is a PET?

A Product Enterprise Team (PET) is a cross-functional team of subject matter experts led by the Program office that is focused on one product/commodity line that has critical impact to cost-wise readiness (CWR). A PET provides CWR oversight and direction over the processes, people, money and stuff associated with that product/commodity applying the CWRIIP process in support of the TMS/Product Team.

Each PET is tasked to understand all aspects (funding lines, material condition, inventory, replenishment factors, supporting workforce, etc.) of a product, manage the entire life cycle of that product through its metrics, and attack readiness drivers first, then cost drivers. PETs will be stood up for the most significant mission readiness and life cycle cost drivers.

Hot Mock-up Solution *(Continued from page 1)*

troubleshooting the components within the GPS receiver during a plane check was impractical. An educated guess as to which part was bad was the only method available to the technicians, which resulted in repeated misdiagnoses of failed parts and therefore wrong parts being ordered.

When an ordered part arrived, the troubleshooting processes began anew. These processes were repeated until the receiver was fixed, leading to increased turnaround time, less time on wing and wasted money. Depot level engineers estimated that 60% of GPS 3A receivers they received from the Fleet were Re-Test Ok or A-799 (no repair required). As the repair time, misdiagnoses and costs increased, technicians, Collateral Duty Inspectors (CDIs), and squadrons alike lost their confidence in the official testing procedures.

After research and testing PMW/A –170, depot artisans from Warner Robins and Jacksonville avionic technicians converged at the Warner Robins depot to demonstrate the augmented Intermediate Level Test Set, Hot Mockup Unit (HMU). The HMU worked well and AIMD Jacksonville volunteered to host the test article with concurrence of the TYCOM. This collaboration between PMA-170, Warner Robin AFB and AIMD Jacksonville helped in the final development of the HMU and the development of the test procedures.

Eight months later, a team from Warner-Robins, Naval Air Warfare Center, and PMW/A-170 arrived at AIMD Jacksonville to assist the technicians in the installation and initial testing of the new system. It worked perfectly. This new Hot Mockup was able to load the almanac (satellite location) data to the receiver and acquire four satellites from within the work center in less than 20 minutes, a far cry from the two to four hours it took on the aircraft. It also avoided sending receivers to Depot that were Ready For Issue, thus saving repair time and dollars.

The Hot Mockup system replicates operational aircraft and resolves the ambiguity between the aircraft test discrepancies and intermediate test sets. Troubleshooting is faster and more practical. Technicians, CDIs and squadrons have increased confidence in the test procedures and the final product. Less money is spent per bad GPS receiver. Since implementation of the Hot Mockup, part misdiagnoses as well as "Y" codes have ceased. The HMU reduces troubleshooting time, increases troubleshooting accuracy and results in increased readiness in the fleet.

NAVICP is a fan of NAVRIIP *(Continued from page 1)*

"Prior to NAVRIIP, there was never enough readiness. The current focus is the necessary readiness to support the Fleet Response Plan (FRP), Organizational (O) Plan requirements, and contingencies in addition to training," said RDML Roesner.

NAVRIIP has fully embraced the application of AIR*Speed* tools such as Lean, Six Sigma, and Theory of Constraints (TOC) that contribute to Naval Aviation Process improvements and cost-wise Fleet readiness.

So far, these processes have been applied at the Aircraft Intermediate Maintenance Departments (AIMD's) at Lemoore, Oceana, and MALS 31 as well as at the Naval Aviation Depots (NADEP) and NAVICP basic business levels.

"The results are real and impressive … But we're at the beginning of our journey. I think there is a great deal of enthusiasm and optimism about it," emphasized RDML Roesner.

The Rear Admiral also noted that there have been improvements in all of the Integrated Logistics Support (ILS) elements, in particular spares, training and manpower, and cycle time reduction.

"But most important is the cultural change — the view of the operators that efficient operation is everyone's business and ultimately we're all responsible to save money for recapitalization," said RDML Roesner commenting on how NAVRIIP has progressed throughout the past several years.

"The biggest change of culture is at the flightline level toward the use of resources. In particular, the focus is now cost-wise readiness and acceptance of Ready for Tasking (RFT) metrics and concepts," he continued.

According to RDML Roesner, among the greatest success stories of NAVRIIP was the exercise called Summer Pulse in which eight carrier battle groups were all fully capable and operational in the summer of 2004.

NAVRIIP will continue as a Cross Functional Team under the Naval Aviation Enterprise (NAE), established in fall 2004. Under the NAE, some roles of NAVRIIP are being expanded while others are being relocated to other Cross Functional Teams.

"Like any organization, NAVRIIP needs to grow and continue to adapt. It's an expansion of the scope to envelop the enterprise perspective," said RDML Roesner, adding that the NAVRIIP team has finalized a new charter, architecture, and membership, and is fully operational.

The NAVICP will continue its leadership role in the NAE by focusing on cycle time reduction, reliability improvements, innovative contracting such as Performance Based Logistics (PBL), and cost reductions through the application of Lean techniques.

In addition to NAVICP's key participation in NAVRIIP, RDML Roesner views the future of the program as bright.

After taking the helm of the Naval Inventory Control Point (NAVICP) as its Commander in September 2004, RDML Roesner assumed the co-lead of one of the sub teams of the NAVRIIP Cross Functional Team (CFT) - the Maintenance and Supply Chain Management Sub Team.

RDML Roesner possesses a wealth of NAVRIIP expertise since his association with the program began in 1998 when he became involved with Aviation Maintenance Supply Review (AMSR), the predecessor and AIRPAC initiative that eventually evolved into NAVRIIP.

Welcome New NAVRIIP Leaders

Captain J. R. Brown
Chief of Staff, NAVRIIP

The NAVRIIP program office welcomes CAPT J.R. Brown to the team. His extensive experience as a fleet aviator, NAE War Council lead, and program manager will provide the NAVRIIP program with valuable insight and guidance as it institutionalizes cost-wise readiness throughout the fleet.

Brown is from Lubbock, Texas, graduating from Texas Tech University in l983. Upon completion of Aviation Officer Candidate School he was commissioned an Ensign and received his wings in l984. He was ordered to VA-128, earning his qualification in the A-6 Intruder.

He reported immediately to VA-196 deployed in the Western Pacific onboard the *USS Constellation (CV 64)*. During this period he participated in *Operations Shooting Star and Earnest Will*. He then reported to the Naval ROTC Unit at Texas Tech University as a Class Officer and Navigation Instructor.

In September l991, following A-6 refresher training, Brown reported to CVW-11 onboard the *USS Abraham Lincoln (CVN 72)* deployed in the Persian Gulf. Serving as the Air Wing Strike Operations Officer and Assistant Operations Officer. He was selected for designation as an Aerospace Engineering Duty Officer and participated in *Operation Desert Storm (Deny Flight)*.

In October l993, he was assigned to the Naval Air Warfare Center Aircraft Division Warminster as the Tactical Aircraft Project Officer. He assumed the duties as the Executive Officer in May l995.

In October 1996, he transferred to the Defense Contract Management Command, Boeing St Louis as the Chief, Flight Operations, Government Flight Representative and Program Integrator for the F/A-18 E/F Super Hornet.

In July 1999, he joined the Naval Air Systems Command Systems Research and Engineering Division and was the F/A-18 Electro-Optic Infrared systems class desk and the IPT lead for the Advanced Targeting Forward Looking Infrared program.

In January 2003, he was assigned to the Program Executive Officer Tactical Aircraft Programs as the Operations Officer and in January 2004 he assumed responsibilities as Naval Aviation Enterprise's War Council Lead.

In March 2005, he was assigned as the Military Director of AIR 4.4, Propulsion and Power and as the Chief of Staff for Naval Aviation Readiness Integrated Improvement Program (NAVRIIP).

His academic credentials include a Master of Science Degree and a subspecialty in computing systems.

Captain(s) Ken R. Campitelli, USN
AIR*Speed* Project Officer

The AIR*Speed* team welcomes CAPT(s) Campitelli to the team. His education and wide-ranging experience as an operational and intermediate level fleet maintainer will provide the AIR*Speed* program with valuable leadership in operationalizing cost-wise readiness throughout the fleet.

Campitelli enlisted in the Navy in 1976. His first fleet assignment was to HSL-31 at NAS North Island, CA. He was certified as a Search and Rescue swimmer and Naval Aircrewman in the SH-2 helicopter.

Upon his commissioning as an Ensign, Aeronautical Maintenance Duty Officer, he reported to VA-12 where he deployed to the Mediterranean Sea aboard the USS Dwight D. Eisenhower (CVN-69) as Material Control Officer, Line Division Officer, Quality Assurance Officer and Aircraft Division Officer.

Campitelli's next assignment was to NAS Keflavik, Iceland as the AIMD Production Officer. While there, he completed graduate level studies earning a Masters of Science in Management.

He was next assigned to VS-24, an S-3 Viking squadron as the Assistant Maintenance Officer where he deployed twice aboard the USS Theodore Roosevelt (CVN-71), participating in combat operations in the Arabian Gulf during Operation Desert Storm.

Assigned to HS-1, he was the Maintenance Material Control Officer where he was selected as the Maintenance Officer of the Year. His team of maintenance professionals also won the Commander Helicopter Antisubmarine Wing Atlantic Maintenance Award.

Following HS-1, Campitelli served on the USS John F. Kennedy (CV-67) as IM-1 Officer, first at the Naval Station Philadelphia, PA shipyards and then to a homeport change to Mayport, FL. His biggest challenge was putting the AIMD back together after a long yard period.

From the "Big John" he reported to the Naval Air Systems Command at NAS Patuxent River, MD, where he served as the Deputy Assistant Program Manager for Logistics supporting PMA-260, during which his team won the Navy's Stan Arthur Award for Logistics Excellence.

Campitelli next reported to the USS Dwight D. Eisenhower (CVN-69) as the AIMD Officer in support of Operation Southern Watch. His AIMD team won the Commander Naval Air Atlantic Black Battle "E" and was singled out as the "Best of the Best" winning the SECDEF Maintenance Award and the SECDEF Phoenix Award.

He then returned to NAVAIR serving as AIR 6.0's Deputy for Industrial Production, managing Navy production requirements at organic, inter-service and commercial facilities for depot level maintenance, repair, and modification of airframes, engines and components.

NAE Leadership:

Vice Adm. James Zortman
Commander, Naval Air Forces
NAE Chief Executive Officer

Vice Adm. Wally Massenburg
Commander, Naval Air Systems Command
NAE Chief Operating Officer

Rear Adm. Denby Starling
Commander, Naval Air Atlantic
CFT NAVRIIP

Rear Adm. George Mayer
Chief of Naval Air Training (CNATRA)
Commander, Navy Region South
CFT Training

Rear Adm. Thomas Kilcline
Chief Financial Officer, NAE (N78)

Rear Adm. James Robb
Director, Fleet Readiness Division (N43)
CFT Cost Management

CAPT J. R. Brown
NAVRIIP Chief of Staff

CAPT(s) Ken Campitelli
Enterprise AIR*Speed* Project Officer

NAVRIIP Web site:

http://www.airpac.navy.mil/navriip

Enterprise AIR*Speed* Web site:

https://logistics.navair.navy.mil/airspeed

MyNAVAIR Web site:

mynavair.navair.navy.mil (Portal for NAVRIIP documents)

For more information on NAVRIIP and AIR*Speed,* call 301-757-1487 or link to www.airpac.navy.mil/navriip.

For distribution list information or content suggestions contact: Email: christine.lawson@navy.mil - Telephone: 301-757-5695

NAVRIIP University Schedule Updates

Training sessions still available for 2005:

DATE	LOCATION
August 2005	Norfolk, VA
September 20, 2005	San Diego, CA

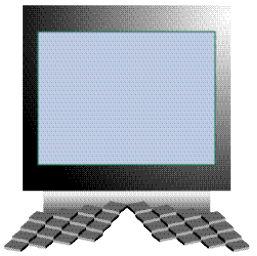
The NAVRIIP 101 basic overview course is a one-day training session which focuses on the processes, tools and applications available in the NAVRIIP and AIR*Speed* toolkits. Members of the NAVRIIP management team and the Thomas Group, a consulting company with expertise in process management, will teach the course. The training will introduce NAVRIIP and AIR*Speed* history, the charter and organization, an overview of the processes, tools, teams and success stories.

Employees will learn about process value management tools, which address dynamic cycle time, and best business practices, including a focus on Theory of Constraints, Lean and Six Sigma. The training will also explain the aviation financial analysis tool (AFAST), and cross-functional team and type/model/series team participation.

For registration and course information, contact the Thomas Group by email at dbeachum@thomasgroup.com or by calling 972-401-4276. Additional sessions will be added if demand exceeds the current schedule. Please check the NAVRIIP Web site for updates at www.airpac.navy.mil/navriip.

NAVRIIP University Now Online

NAVRIIP 101: Introduction to NAVRIIP (for managers and for users) is now available on Navy E-Learning. Visit the "What's New" section on the NKO website to enroll www.nko.navy.mil.



Type-Model-Series Schedule

JUNE	9 TRW	HSC/HSM (H-60)/HM (MH-53)
	21 NCFT(PAR)	VRC (C-2), VAW (E-2)
	29 & 30 BOG	NAS Oceana
	30 NAE BOD	VAQ & VMAQ (EA-6B) Noon - 1430 Eastern
JULY	19 NCFT	1300 - 1530 Eastern
	14 TRW	VFA (F/A-18A-C & FRS D), VFA (F/A-18 E/F) and VMFA (F/A-18A-D)
	28 NAE BOD	VRC (C-2) and VAW (E-2) Noon - 1430 Eastern
AUGUST	16 NCFT(PAR)	HM (MH-53) 1300 - 1530 Eastern
	11 TRW	E-6 (TACAMO)
	24 & 25 BOG	MCAS Miramar
	25 NAE BOD	Noon - 1430 Eastern - NO TMS

BOG – Boots on the Ground
BOD – Board of Directors

TRW - TYCOM Readiness Workshop - The TRW consists of two elements: Readiness and Aircraft/Systems. 1) At the Readiness portion the Lead Commodore/MAG CO and PMA will review Readiness gaps and provide/develop gap closure planning using top level chart analysis. Forum for readiness barrier escalation to TYCOM. 2) The Aircraft & Systems workshop, hosted by TYCOM N42s, allows O-6 and below staffs to work with the WINGMOs/MALS COs and APMLs on CPC interpretation, degrader rank ordering, and root cause analysis. The readiness brief will last approximately 30 minutes and Aircraft & Systems workshop will last approximately one hour. POC: Otha Brinkley (301) 757-2647

NCFT - NAVRIIP Cross Functional Team/PAR - Providers Assessment Report (NCFT PAR) - The PAR brief is held in conjunction the NAVRIIP CFT (NCFT) VTC/F2F every month except October. At the NCFT PAR the PMA and Lead Commodore provide a detailed Aircraft & Systems barrier escalation brief to the NAVRIIP CFT. Each brief will last 30-60 minutes and will be first on agenda at the NCFT PAR. Standard time 1300-1530 Eastern POC: Arlene Guy (301) 757-2648 NAVAIR VTC FACILITATOR (301) 757-5600 updates, link to www.airpac.navy.mil/navriip.